

THE WHITE HOUSE
WASHINGTON

January 8, 1968

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Dear Paul:

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In Mr. Schultze's recent letter to Mr. McNamara, he lists some questions concerning [] which, I agree, must be studied and answered expeditiously. However, I disagree with the mechanism that he suggests to attack the problem and I want to let you know the basis for my objection.

I think we must recognize that we are facing here the typical and inherently difficult problem of establishing requirement priorities and then compromising what we would like to have to accommodate limitations imposed by technical capability and financial resources. We should not be surprised that conclusions are not easily arrived at -- there is necessarily a great deal of qualitative judgment involved in listing priorities and the task of defining system capabilities and effectiveness is complex and time-consuming. In many of our activities these problems are compounded by the fact that we are not always able to identify a homogeneous and manageable group representing the user nor an integrated analysis group to define system alternatives. Fortunately, in the reconnaissance programs, it seems clear that COMOREX, for the USIB, and the NRO have these functions.

It seems to me then that the problems raised by Mr. Schultze should be addressed by existing organizations and the creation of an ad hoc study group seems unnecessary. Furthermore, since there is a continuing requirement for program studies of this kind, I think it is in our best interest over the long run to make a conscious effort to strengthen the NRO and COMOREX capability and sharpen their mission responsibility. I am concerned that the establishment of an ad hoc study group will have the opposite effect and for a somewhat narrow analysis objective will dilute their ability to deal with other, perhaps more important, problems of the future.

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At its last meeting EXCOM agreed that the issues raised by the BOB should be addressed expeditiously and I think we should now rely on the responsible organizations to carry this out.

Sincerely,



Donald F. Hornig
Special Assistant to the President
for Science and Technology

Honorable Paul H. Nitze
Deputy Secretary of Defense
Washington, D. C.

✓cc:Mr. Helms
Mr. Schultze

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